MEMORANDUM FOR: Deputy Director for Administration

STAT   FROM: [   ]
                              Director of Training and Education

SUBJECT: Request for a Description of the
                    Management School Curriculum

STAT   1. A member of the Management School staff, [   ]   STAT
[   ] along with her fellow DDA participants in the
February/March running of the Midcareer Course, recently met
with you to discuss their reactions to the course. At that
meeting, you requested a description of the programs conducted
by the Management School. Attached is a brief accounting of
each of the courses run by the School and the population for
which each is designed.

   2. Four of the School's courses may be of particular
interest to you, as they are appropriate to a large propor-
tion of the Midcareer Course participants:

          Counseling Course
          Fundamentals of Supervision
          Fundamentals of Administration
          Leadership Styles and Behavior

The two Fundamentals courses require that students formally
hold a supervisory position (write performance appraisals
for at least three subordinates). The Counseling Course is
primarily for supervisors or managers, but is also available
for personnel who may have significant counseling respon-
sibilities, such as career management or personnel officers.
The Leadership Styles and Behavior course does not require
the individual to hold a supervisory position, but is
suggested for supervisors or those who are likely to assume
supervisory responsibilities in the near future.

   3. Please contact the Office or School if you require
any further information regarding management training for
Agency personnel.

[   ]   STAT

Attachment: As stated

MANAGEMENT AND PERSONNEL DEVELOPMENT

Counseling Course - Improves skills of supervisors and counselors in the conduct of basic personnel counseling. (5 days)

Effective Employee Course - Designed to help employees develop and use interpersonal skills to enhance performance and be more active job contributors. (4 days)

Fundamentals of Administration - Covering basic administrative skills, this course completes the training program for new supervisors, along with the FOS (below). (5 days)

Fundamentals of Supervision - Emphasizes the first-line supervisor's role as communicator, leader, problem solver, decisionmaker, and evaluator. (5 days)

Human Relations and Management - Managers are given an understanding of societal, cultural, ethnic, racial, and sexual differences and relates the national issues to the Agency populations. (5 days)

Leadership Seminar - Provides a framework for understanding and reacting to employee and organizational problems for senior executives. (5 1/2 days)

Leadership Styles and Behavior - By identifying managerial styles and leadership techniques, this program offers students the opportunity to assess their own skills. (5 days)

Management for Equality of Opportunity - Provides an understanding of a manager's role in insuring the Agency's equal employment opportunity policies. (3 days)

Management Seminar - Mid-level managers improve their personal and organizational effectiveness through case studies, research and Agency problem solving. (10 days)

Office Management Seminar - Designed for the senior Agency secretary, this seminar covers interpersonal skills required in dealing with personnel at all levels. (4 days)

Performance Appraisal Workshop - By component request, the workshop provides basic instruction in preparing Advance Work Plans and Performance Appraisal Reports. (1 day)

Program on Creative Management - Develops the middle manager's skills in interpersonal relations, based on personal assessment and leadership training. (5 1/2 days)

Project Officer in the Contract Cycle - Project officers are given a basic understanding of the procurement authorities, organization, and the contract cycle. (5 days)

Secretarial Administration Course - Provides familiarization with management techniques, organizational communication, and effective practices for Agency secretaries. (3 days)

Senior Officer Development Course - The course is designed to further educate selected potential SIS officers by enabling them to identify, understand and apply the philosophical and operational principles underlying intelligence. (78 days)

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FINANCIAL MANAGEMENT

CIA Financial Systems - This program gives an overview of legal and managerial requirements of the various financial systems used in the Agency. (3 days)

CIA Program and Budget Process - Designed for supervisors responsible for planning, budgeting and evaluating the use of financial resources. (2 days)

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Field Administration - This course affords trainees scheduled for overseas assignments practical experience in support of a class B field station. (20 days)

Time and Attendance Workshop - This on-request workshop provides instructions for effectively reporting time and attendance for all types of schedules. (1 day)

COMMUNICATIONS AND INFORMATION MANAGEMENT

Administrative Procedures - The course emphasizes preparation of cables, telepouches, dispatches, intelligence reports, and memoranda used by various Agency elements. (3 days)

Basic English Refresher - The course objectives are recognition of parts of speech and basic sentence structure. (5 days - PT)

Briefing Techniques Course - Participants learn techniques to determine the needs of those whom they brief, to organize data to meet the needs, and communications skills to present the data. (5 days)

Effective Written English - Based on a program of grammar and punctuation review, the course develops student proficiency in the mechanics of writing. (10 days - PT)

Freedom of Information/Privacy Act Seminar - The Seminar discusses the Freedom of Information Act and Privacy Act and the Executive Orders pertaining to release of information by the Agency. (2 days)

Instructor Training Course - Provides knowledge of the principles and practices of effective instruction and an opportunity to develop and practice presentation skills. (5 days)

Operational Records I: The DDO Records System - Increases the operational effectiveness of Directorate of Operations personnel through a better understanding of the DO records system. (3 days)

Operational Records II: Biographic Research - Increases the ability of Directorate of Operations personnel to recover and analyze information on persons of interest to the DO. (5 days)

2

Operational Records for CTs - This course, a synthesis of the Operational Records courses, is designed specifically for Career Trainees. (6 days)

Proofreading - Designed to build an awareness of the importance of proofreading and to improve the participant's ability to proofread. (4 days - PT)

Reading Improvement - Participants learn effective techniques of reading through drills and timed reading exercises. (9 days - PT)

Records for the Manager - This seminar deals with records and information handling from the manager's viewpoint, discussing the manager's role and responsibility. (2 days)

Records for Clerical Personnel - This seminar discusses office records-keeping philosophy and practices. It delves into files structure, maintenance, and practices. (1 day)

Records for the Records Professional - This seminar goes into the details of the records officer's role, functions, and responsibilities, and covers the procedures of records. (3 days)

Shorthand Refresher Course - Approach to this course is lecture and practical application with the emphasis on "doing" rather than "hearing." (20 days - PT; after hours)

Writing for CIA - Students learn principles of sound Agency writing, with emphasis on the varied types of written communication in CIA. (8 days - PT)

INFORMATION SCIENCE

Applied Analytical Techniques - Teaches qualitative and quantitative skills and techniques useful to describe, structure, and analyze intelligence-related problems. (15 days)

Basic Statistical Concepts for Analysts and Managers - Teaches basic concepts of probability, descriptive and inferential statistics with an emphasis on intelligence problems. (10 days)

COMIREX Automated Management System (CAMS) Language and Functions - Teaches the concepts and computer terminal skills needed to task and manage the national collection and exploitation systems. (10 days)

CAMS Management Overview - Provides a general knowledge of CAMS for those who need to know but will not be active users. (1 day)

CAMS Update - Designed for the experienced user, this course focuses on CAMS topics of current, high-priority interest. (2 days)

3

Decision Analysis - Teaches the application of probability and utility theory to the structuring of decision problems. Uses computer-supported models. (10 days)

Information Science for Managers - Presents an overview of the application of information science techniques to a variety of management problems. (5 days)

Survey of Intelligence Information Systems - This course acquaints professional intelligence officers with the major intelligence information systems in the Intelligence Community. (15 days)

System Dynamics - Teaches the application of the techniques of dynamic simulation to management and analytical problems. It uses computer-supported models. (10 days)

ORIENTATION AND GENERAL COURSES

Administration Directorate: Trends & Highlights - Provides students an updated understanding of the missions and functions of the Administration Directorate. (4 days)

Advanced Intelligence Seminar - A survey for experienced officers (GS-13 - 15) of key international and domestic issues which have an impact on CIA and on the U.S. intelligence effort. (13 days)

Chiefs of Station Seminar - A survey of problems in the management of a CIA foreign station for newly assigned station chiefs and deputies and base chiefs. (10 days)

CIA Senior Seminar - A program for selected senior officers, examining key policy issues facing the United States and the application to the intelligence effort. (45 days)

CIA Today and Tomorrow - Recent developments in the mission and functions of CIA and the Community; a fourth day is for Operations Directorate personnel only. (3 days)

Introduction to CIA - For new professional employees, covers the mission and functions of CIA and of the Intelligence Community along with an outline of the intelligence process. (10 days)

Midcareer Course - An in-depth review of organizational and policy issues facing CIA and the Intelligence Community--for identified Senior Officer Development Program officers. (25 days)

Orientation for Career Trainees - Introduces the new CT to CIA, the Intelligence Community, and the intelligence process. (15 days)

Orientation for New Employees - For new non-professional employees; covers the Agency, the intelligence process, and the personnel management system. (4 days)

Overseas Orientation Course - A survey, for first-tour employees and spouses, of the practical problems of living and working abroad. (10 days)

<u>Perspectives for New Senior Intelligence Service Officers</u> - An opportunity for new SIS officers to look at the whole picture of CIA; with particular reference to problems facing senior management. (4 days)

<u>Scientific/Weapons Intelligence for the Operations Officer</u> - Operations Directorate officers study the principles, requirements, and techniques of clandestine collection of scientific intelligence. (5 days)

INTELLIGENCE ANALYSIS AND AREA STUDIES

<u>China Familiarization</u> - A basic survey of Chinese history and culture, geography and resources, economic, political and social patterns, and foreign relations. (5 days)

<u>China After Mao Seminar</u> - An intensive appraisal, utilizing recognized experts of critical issues bearing on China's current and future policies; for China specialists. (4 days)

<u>International Economics for Operations Officers</u> - An overview of key concepts and problems in international economics. (5 days)

<u>International Economics Part II</u> - For Operations Directorate officers. Provides information on requirements, targeting, and methods of HUMINT collection in international economics. (5 days)

<u>Introduction to Analysis</u> - A combination of lectures, seminars, and analytical exercises for entry-level professionals in NFAC. (10 days)

<u>Orientation to Analysis</u> - Provides the DO-bound Career Trainee "hands on" experience in intelligence analysis. (5 days)

<u>Seminar on Intelligence Analysis</u> - For senior analysts and branch chiefs. Emphasis is on quality of analysis and interdisciplinary techniques. (14 days)

<u>Seminar on the Producer/Consumer Relationship</u> - A series of policy-level speakers from consumer agencies discuss the quality of NFAC analysis with senior NFAC analysts. (3 days)

<u>Survey of Intelligence Collection Systems</u> - Orientation to the capabilities and limitations, plus tasking mechanisms for HUMINT, SIGINT, Imagery, and Open Source collection systems. (4 days)

<u>USSR Country Survey</u> - Examines those factors (economic, political, etc.) required for an objective assessment of the USSR as a major intelligence target. (10 days)

Next 1 Page(s) In Document Exempt